

**FRAMEWORK FOR ADOPTION OF CUSTOMER RELATIONSHIP
MANAGEMENT SYSTEM IN HOSPITAL**

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Abstrak

Sistem Pengurusan Perhubungan Pelanggan (CRM) membolehkan hospital untuk menyediakan kualiti perkhidmatan yang lebih baik, meningkatkan kepuasan pelanggan, dan meningkatkan keuntungan dan daya saing mereka. Namun begitu, hanya sedikit sahaja perhatian yang diberikan terhadapnya, dan kurangnya penggunaan sistem berkenaan di hospital-hospital swasta di Malaysia. Selain itu, hanya terdapat beberapa kajian sahaja yang meneliti faktor-faktor yang mempengaruhi penggunapakaian sistem CRM di hospital-hospital swasta di Malaysia. Oleh itu, objektif utama kajian ini adalah untuk membangunkan satu kerangka kerja penggunapakaian sistem CRM di hospital-hospital. Soal selidik tadbir kendiri telah digunakan untuk mengumpul data daripada kakitangan pengurusan atasan di hospital-hospital swasta di Malaysia. Sejumlah 148 soal selidik yang diedarkan di mana 79 soal selidik (53%) telah dikembalikan. 72 data soal selidik yang mempunyai ciri-ciri kesahan dianalisis dengan menggunakan teknik Korelasi dan Regresi Berganda untuk mengesahkan kerangka kerja tersebut. Kerangka kerja yang digunakan untuk penyelidikan ini yang telah diubahsuai daripada teori Penyebaran Inovasi (DOI) dan Model Inovasi Sistem Maklumat (IS), telah dibina untuk mengaitkan faktor-faktor inovasi, organisasi, dan alam sekitar dengan persepsi faedah dan pelan pelaksanaan sistem CRM. Dapatan kajian menunjukkan bahawa faktor-faktor inovasi, organisasi, dan persekitaran mempunyai hubungan positif yang signifikan ($p > 0.05$). Keputusan kajian umpamanya kerangka kerja yang dibina menyediakan satu set garis panduan yang diterima pakai yang menyumbang kepada kejayaan penggunapakaian dan pelaksanaan sistem CRM. Kerangka kerja ini juga menyumbang kepada khazanah pengetahuan dalam teori DOI, Model Inovasi Sistem Maklumat, dan domain CRM. Secara praktikal, dapatan yang diperolehi mempunyai implikasi yang banyak seperti memberi penekanan kepada peranan sistem CRM untuk menyelesaikan masalah utama di hospital-hospital dan menggalakkan para pembekal sistem CRM untuk memperbaiki strategi pemasaran mereka serta menyediakan sistem CRM pada harga yang berpatutan.

Kata Kunci : Sistem pengurusan perhubungan pelanggan, Penyebaran teori inovasi, Model inovasi sistem maklumat, Perkhidmatan hospital, Kerangka kerja yang digunapakai.

Abstract

Customer Relationship Management (CRM) systems enable hospitals to provide better quality of services, to improve customers' satisfaction, and to increase their profitability and competitiveness. However, there is little attention and lack of adoption of the CRM systems in private hospitals in Malaysia. Moreover, few studies have investigated the factors influencing the adoption of the CRM systems in private hospitals in Malaysia. The main objective of this study is therefore to develop an adoption framework of the CRM system for hospitals. Self-administered questionnaires were used to collect the data from the top management employees in private hospitals in Malaysia. A total of 148 questionnaires distributed in which 79 questionnaires (53%) were returned. The data of 72 valid questionnaires were analysed using Correlation and Multiple Regression techniques to validate the framework. The framework, adapted from the Diffusion of Innovation (DOI) theory and the Model of Information System (IS) Innovation, was built to relate innovation, organizational, and environmental factors to the perception of the CRM system's benefits and implementation plans. Findings indicate that innovation, organizational, and environmental factors have positive significant relationships ($p > 0.05$). The results of the study such as the constructed framework, provide a set of adoption guidelines that contributes to a successful adoption and implementation of the CRM systems. The framework also contributes to the body of knowledge in the DOI theory, the Model of IS Innovation, and the CRM domain. In practical, the results have many implications such as emphasizing on the roles of the CRM systems on solving major problems in hospitals and encouraging the vendors of the CRM systems to improve their marketing strategies and to provide the CRM systems at reasonable prices.

Keywords: Customer relationship management system, Diffusion of innovation theory, The model of information system innovation, Hospital services, Adoption framework.

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Table of Contents

Permission to Use	i
Abstrak.....	ii
Abstract.....	iii
Acknowledgement	iv
Table of Contents.....	v
List of Tables	xi
List of Figures.....	xiii
List of Appendices	xiv
List of Abbreviations	xv
List of Publications and Conferences	xvii
CHAPTER ONE INTRODUCTION	1
1.1 Introduction.....	1
1.2 Problem Background	4
1.2.1 Adoption of CRM System	5
1.2.2 Perception of the Benefits of CRM Systems	6
1.2.3 Implementation of CRM System	6
1.2.4 Innovation (CRM system) Factor	10
1.2.5 Organizational Factor.....	11
1.2.6 Environmental Factor	11
1.3 Problem Statement	12
1.4 Research Questions	13
1.5 Research Objectives.....	13
1.6 Significance of the Research.....	13
1.7 Research Contributions	16
1.8 Research Scope	18
1.9 Research Plan.....	22
1.10 Structure of Thesis Presentation	22
CHAPTER TWO REVIEW OF LITERATURE.....	23
2.1 Introduction.....	23
2.2 Overview of the Main Concepts in the Adoption of IT Innovations	23

2.3 Organizational VS Individual level Adoption of IT Innovations	26
2.4 Existing IT Adoption Theories and Models.....	27
2.4.1 Diffusion of Innovation Theory (DOI)	35
2.4.2 The Model of IS Innovation.....	38
2.5 The Concept of Customer Relationship Management (CRM).....	41
2.5.1 Customer Relationship Management (CRM) Definition.....	41
2.5.2 Relationship Marketing.....	46
2.5.3 Customer Relationship Management.....	47
2.6 CRM systems	48
2.6.1 Definitions of CRM system	50
2.6.2 CRM System Modules	51
2.7 CRM Critical Success Factors (CSF)	53
2.8 Customer Relationship Management (CRM) in Hospitals	57
2.9 Customer Services Process Flow in Hospitals.....	59
2.9.1 Customer/Patient Complaints	62
2.9.2 Customer/Patient Education	64
2.10 CRM System Adoption Process.....	66
2.10.1 The Perception of CRM System Benefits.....	68
2.10.1.1 The Benefits of CRM	68
2.10.2 CRM System Implementation Plan	72
2.11 Factors of CRM System Adoption.....	74
2.11.1 Innovation Factor	75
2.11.1.1 Relative Advantage	76
2.11.1.2 Complexity	76
2.11.1.3 Compatibility.....	77
2.11.1.4 Trialability and Observability.....	78
2.11.1.5 Security.....	78
2.11.2 Organizational Factor.....	79
2.11.2.1 Top Management Support	80
2.11.2.2 Knowledge Management (KM) Capabilities.....	80
2.11.2.3 Information System (IS) Experience	81
2.11.2.4 Organizational Readiness	82

2.11.2.5 Innovation of Senior Executives	83
2.11.3 Environmental Factor.....	84
2.11.3.1 Competitive Pressure.....	85
2.11.3.2 External IS Support	85
2.12 Chapter Summary	87
CHAPTER THREE METHODOLOGY.....	89
3.1 Introduction.....	89
3.2 Research Design.....	89
3.3 Research Procedures	91
3.4 Research Framework and Hypotheses	93
3.4.1 Innovation Factor	95
3.4.2 Organizational Factor.....	96
3.4.3 Environmental Factor	97
3.5 The Operational Definitions of the Research Factors and Variables.....	98
3.6 Questionnaire Design.....	105
3.7 Preliminary Study and Pilot Study.....	112
3.8 Sampling Plan	114
3.8.1 Population and Target Population.....	114
3.8.2 Sampling	115
3.9 Data Collection	117
3.9.1 Pre-Test the Questionnaire.....	117
3.9.2 Piloting the Questionnaire	117
3.9.3 Data Handling	119
3.10 Data Analysis Procedure.....	119
3.10.1 Data Editing and Coding.....	120
3.10.2 Data Screening	120
3.10.3 Data Analysis Techniques	120
3.11 Chapter Summary	121
CHAPTER FOUR RESULTS	123
4.1 Introduction.....	123
4.2 Response Rate	123

4.3 Sample Characteristics	124
4.4 Data Screening	126
4.4.1 Missing Data	126
4.4.2 Assessment of Outliers and Normality	127
4.4.3 Linearity and Homoscedasticity Status.....	133
4.5 Multicollinearity	134
4.6 Reliability Test.....	135
4.7 Descriptive Statistics.....	136
4.7.1 Perception of the CRM system benefits	137
4.7.2 Implementation Plan	138
4.7.3 Innovation Factor	139
4.7.3.1 Relative Advantage	140
4.7.3.2 Complexity	141
4.7.3.3 Compatibility	141
4.7.3.4 Trialability	142
4.7.3.5 Observability	143
4.7.3.6 Security.....	143
4.7.4 Organizational Factor.....	144
4.7.4.1 Top Management Support	145
4.7.4.2 Knowledge Management Capabilities.....	145
4.7.4.3 IS Experience	146
4.7.4.4 Organizational Readiness	147
4.7.4.5 Innovation of Senior Executives	148
4.7.5 Environmental Factor	148
4.7.5.1 Competitive Pressure.....	149
4.7.5.2 External IS Support	149
4.8 Correlation of Constructs	150
4.9 Hypotheses Testing Using Multiple Regressions	151
4.9.1 Correlation between the Innovation, Organizational, and Environmental Factors with the Perception of CRM system benefits Factor	153

4.9.2 Correlation between the Innovation, Organizational, Environmental, and Perception of CRM system benefits Factors with the Implementation Plan Factor	157
4.10 Conclusion	162
CHAPTER FIVE DISCUSSION	163
5.1 Introduction	163
5.2 Discussion of the Sample Characteristics	163
5.3 Discussion of the Results from the Descriptive Statistics (Mean Values).....	165
5.4 Discussion of the Results from Hypotheses Testing using Backward Multiple Regression Analysis.....	170
5.4.1 Discussion of Correlation between Innovation, Organizational, and Environmental Factors with Perception Factor	170
5.4.2 Discussion of Correlation between Innovation, Organizational, Environmental, and Perception Factors with Implementation Plan Factor	174
5.5 Implications of the Study	180
5.5.1 Implications for the Hospitals	180
5.5.2 Implications for the Customers of Healthcare Services.....	182
5.5.3 Implications for the Users of CRM Systems	182
5.5.4 Implications for the Country and Government	183
5.5.5 Implications for the Vendors of CRM Systems	183
5.6 Conclusion	184
CHAPTER SIX CONCLUSION	186
6.1 Introduction	186
6.2 Discussions on the Achievement of the Research Objectives	187
6.2.1 The Current State of the CRM system Adoption in terms of Perception, Adoption, and Implementation in the Private Hospitals in Malaysia	188
6.2.2 The Factors that Affect the CRM system Adoption in Private Hospitals in Malaysia.....	188
6.2.3 The Relationships between the Factors that May Affect the CRM System Adoption in the Hospitals	190
6.3 Contributions of the Research.....	192

6.3.1 Theoretical Contributions	192
6.3.2 Practical Contributions	194
6.3.3 Methodological Contributions	195
6.4 Limitations of the Research	195
6.5 Directions for Future Research	197
6.6 Conclusion	198
REFERENCES.....	200

List of Tables

Table 1.1 Research Plan.....	22
Table 2.1 Summary of the Existing Adoption Theories	28
Table 2.2 Definitions of CRM based on Three Different Perspectives	42
Table 2.3 Summary of the CSF of CRM	54
Table 2.4 CRM system Benefits	70
Table 2.5: The Guidelines of the Implementation Plan of CRM system	73
Table 3.1 The Operational Definitions of the Research Factors and Variables	99
Table 3.2 The perception of CRM system benefits.....	105
Table 3.3 The implementation plan of the CRM system	107
Table 3.4 The CRM system characteristics and their measurements.....	108
Table 3.5 The Hospital Characteristics and their measures	109
Table 3.6 The environment characteristics and their measures	111
Table 3.7 The Reliability Results for the Pilot Study	118
Table 4.1: Summary of Response Rates	124
Table 4.2 Sample Characteristics.....	124
Table 4.3 Results of Skewness and Kurtosis for the perception of CRM system benefits Factor Variables	130
Table 4.4 Results of Skewness and Kurtosis for the Implementation Plan Factor Variables	131
Table 4.5 Results of Skewness and Kurtosis for the Innovation Factor Variables	132
Table 4.6 Results of Skewness and Kurtosis for the Organizational Factor Variables.....	132
Table 4.7 Results of Skewness and Kurtosis for the Environmental Factor Variables.....	133
Table 4.8 Tolerance and VIF values for testing Multicollinearity	134
Table 4.9 The Reliability Results for the Real Survey.....	135
Table 4.10 Mean, Standard Deviation, and Variance values of the study composite factors	137
Table 4.11 Mean Values for the perception of the benefits of CRM systems	137
Table 4.12 Mean Values for the Implementation Plan of CRM system Variables	139
Table 4.13 Mean Values for the Main Variables of the Innovation Factor	139
Table 4.14 Mean Values for the Relative Advantage Variables	140
Table 4.15 Mean Values for the Complexity Variables.....	141
Table 4.16 Mean Values for the Compatibility Variables	142

Table 4.17 Mean Values for the Trialability Variables.....	142
Table 4.18 Mean Values for the Observability Variables.....	143
Table 4.19 Mean Values for the Security Variables	143
Table 4.20 Mean Values for the Main Variables of the Organizational Factor	144
Table 4.21 Mean Values for the Top management Support Variables	145
Table 4.22 Mean Values for the KM Capabilities Variables	146
Table 4.23 Mean Values for the IS Experience Variables	146
Table 4.24 Mean Values for the Organizational Readiness Variables.....	147
Table 4.25 Mean Values for the Innovation of Senior Executives Variables	148
Table 4.26 Mean Values for the Main Variables of the Environmental Factor	148
Table 4.27 Mean Values of the Competitive Pressure Variables.....	149
Table 4.28 Mean Values for the External IS Support Variables.....	150
Table 4.29 Pearson's Correlations for Independent and Dependent Variables.....	151
Table 4.30 Summary of Backward Multiple Regression test for the relationships between the Innovation, Organizational, and Environmental factors with the Perception of CRM system benefits factor.....	154
Table 4.31 Coefficients of Backward Multiple Regression Analysis for the relationships between Innovation, Organizational, and Environmental factors with the Perception of CRM system benefits factor	155
Table 4.32 Summary of Backward Multiple Regression test for the relationships between the Innovation, Organizational, Environmental, and Perception of CRM system benefits factors with the Implementation Plan factor	158
Table 4.33 Coefficients of Backward Multiple Regression Analysis for the relationships between the Innovation, Organizational, Environmental, and Perception of CRM system benefits factors with the Implementation Plan factor	159
Table 5.1 Results Summary of the mean Values for all factors.....	165
Table 5.2 Results Summary of the Mean Values for the Innovation, Organizational, and Environmental Factors	167
Table 6.1 CRM systems' Adoption Factors.....	189
Table 6.2 Results Summary of the Accepted Hypotheses between the Factors in the Research Framework	190

List of Figures

Figure 2.1: From Attitude toward Acceptance.....	24
Figure 2.2: The Model of Theory of Reasoned Action (TRA)	30
Figure 2.3: The Model of Theory of Planed Behaviour (TPB).....	31
Figure 2.5: The Model of Task Technology Fit (TTF)	33
Figure 2.6: The Model of Unified Theory of Acceptance and Use of Technology (UTAUT)	34
Figure 2.7: Innovation Decision Process	36
Figure 2.8: Model of information system (IS) innovation	40
Figure 2.9: Links between different CRM approaches	44
Figure 2.10: The CRM continuum.....	45
Figure 2.11: outline patient flows	61
Figure 2.12: Integrated Patient Flows	62
Figure 3.1 Research Procedure	92
Figure 3.2: Research Framework.....	94
Figure 4.1 The Relationships between the Innovation, Organizational, and Environmental Factors with the Perception of CRM system benefits Factor.....	154
Figure 4.2 The Relationships between the Innovation, Organizational, Environmental, and Perception of CRM system benefits Factors with the Implementation Plan Factor	158
Figure 6.1 The Adoption Framework of CRM systems in the Hospitals.....	192

List of Appendices

Appendix A The Role of CRM Economic Potential.....	226
Appendix B Examples of CRM Activities in Hospitals.....	227
Appendix C The Different Patient Flows	228
Appendix D The Questionnaire Cover Letter	231
Appendix E The Survey Questionnaire	232
Appendix F The List of the Private Hospitals in Northern Region of Malaysia.....	238
Appendix G Mahalanobis Distance (D^2) Scores.....	239
Appendix H Mean Values and 5% Trimmed Mean values.....	242
Appendix I Scatter Plots Graphs for all Variables.....	243

List of Abbreviations

A&E	Accident and Emergency Department
ADOP	Adoption
APHM	Association of Private Hospitals of Malaysia
CEOs	Chief Executives Officers
COMP	Compatibility
CP	Competitive Pressure
CRM	Customer Relationship Management
CSFs	Critical Success Factors
CX	Complexity
D²	Mahalanobis Distance
DOI	Diffusion of Innovation
DVs	Dependent Variables
EISS	External (IS) Support
EMR	Electronic Medical Records
ERP	Enterprise Resource Planning
ES	Enterprise Systems
H	Hypothesis
HR	Human Resources
IMP	Implementation
INSE	Innovation of Senior Executives
IS	Information Systems
ISE	Information System Experience
IT	Information Technology
IVs	Independent Variables

KM	Knowledge Management
KMC	Knowledge Management Capabilities
MIS	Management Information Systems
OBS	Observability
OR	Organizational Readiness
PERC	Perception
R	Correlation
R²	Variance
RA	Relative Advantage
RM	Relationship Marketing
ROI	Return on Investments
SCM	Supply Chain Management
SEC	Security
SPSS	Statistical Package for Social Science
TAM	Technology Acceptance Model
TMS	Top Management Support
TPB	Theory of Planned Behaviour
TRA	Theory of Reasoned Action
TRI	Trialability
TTF	Task-Technology Fit
VIF	Variance Inflation Factor
χ^2	Chi-square

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

In the past, organizations were using the supply-push strategy of business which is to produce products and services with different specifications to customer. This strategy was found inefficient, therefore the demand-pull strategy has been raised which focuses on producing products and services based on customer preferences. Consequently, organizations shift from being product centric to become customer centric. This is where the Customer Relationship Management (CRM) could play a role to accomplish the transformation.

CRM could mean different things for different people (Winer, 2001; Buttle, 2004). It is viewed as a business philosophy (Ryals & Knox, 2001; Zablah, Bellenger, & Johnston, 2004b; Huang & Wang, 2009), a business strategy (Parvatiyar & Sheth, 2001; Karakostas, Kardaras, & Papathanassiou, 2005; Tarokh & Ghahremanloo, 2007), or a technological tool (Bose, 2002; Campbell, 2003; Zablah et al., 2004b). Therefore, a balanced view of CRM should be adapted by combining the three views. Hence, generally CRM refers to an organization orientation towards building a customer-oriented culture, by creating plans for acquiring new customers, enhancing the profitability of existing customers, and retaining the profitable customers by gathering, analysing and deploying customer data using an information technology application; and initiating a profitable long term relationship with the customer. The information technology application is known as Customer

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